

**SWYDDFA'R ARWEINYDD
OFFICE OF THE LEADER**

Fy Nghyf / My Ref: CM45795

Eich Cyf / Your Ref:

Dyddiad / Date: 7 July 2021

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Annwyl / Dear David

PRAP 18th May 2021: Organisational Recovery & Renewal

Thank you for your letter of 19th May 2021 and the Committee's consideration of the Recovery and Renewal agenda.

Each of the scrutiny committees will have an important role to play in the development of this agenda and I welcome the opportunity to brief all members on progress. A programme of engagement with the public, city stakeholders and public service partners, staff, and trade unions on the Council's recovery and renewal proposals has commenced and will run over the summer months. I look forward to continued engagement with PRAP and all committees as this agenda develops over the coming months.

Adopting a Hybrid Working Model

I would like to thank the committee for the constructive discussion around the new hybrid working model, and the role that you have played in supporting this agenda.

Recommendations:

- That Cabinet proposals factor in an assessment of the employee's individual needs/choices when allocating the hybrid working category to a role.

This recommendation is accepted. The 'Organisational Recovery and Renewal' Cabinet report sets out a number of the issues that need to be considered in ensuring a successful transition to a hybrid working model (para 14). The process for assessing and allocating roles into categories is also set out in the report (para 19 – 23) and is clear that this will be done in consultation with individual employees, taking into account service delivery requirements, and the individual's needs and preferences. In circumstances where mental and/or physical health, or appropriateness and safety of the home working

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Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

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environment are factors, these issues will be paramount in the consultation process. The report also states that *'managers will have the ability to organise for appropriate arrangements to be put in place for those employees who, for a variety of reasons, find home working challenging'*.

- That Cabinet builds flexibility into the hybrid working proposals and includes wording to stress that, in negotiating arrangements with staff members, individual circumstances and preferences will be taken into account.

As above, this recommendation is accepted.

A programme of trade union and staff engagement on the introduction of a 'hybrid working' model will be launched imminently. This will give staff an opportunity to raise any concerns, discuss the opportunities and help shape their new working environment going forward. As part of this engagement programme, work is already ongoing on a comprehensive staff questionnaire which will help canvass the views of officers on a range of issues.

I would like to stress that the well-being of staff will be a central consideration as this work is developed. The Council has placed the utmost importance on the health, safety and well-being of staff throughout the pandemic, and this will continue to be the case as the Council adapts to the post-Covid working environment.

Convening and leading city-wide response to recovery and renewal

Recommendations:

- That the Council formally clarifies with each partner organisation their commitment to continued deepening of operational working and a positive shift to a community focus.

This recommendation is partially accepted. As noted in your letter, the Council has identified ten principles which will help to inform how local public services change as a result of the pandemic. One of these is partnership working and a whole-system response from the city's public services. The Council has committed to this deeper partnership working becoming business as usual, building on the incredible work across agencies of the course of the pandemic.

As Chair of the Cardiff Public Services Board (PSB) I can confirm that the desire for maintaining the momentum of partnership working has been discussed and agreed at the PSB. As a result of this, the PSB is actively engaged in the city's recovery and renewal work, with a programme of meetings arranged over the summer to develop and agree a shared approach to each aspect of recovery and renewal, including city development, a child friendly recovery, organisational recovery and renewal, and a One Planet recovery.

Through the Organisational Recovery and Renewal report, Cabinet also agreed to lead a refresh of public service partnerships and governance, reporting to the PSB. This work is now underway. Cabinet also agreed to a strengthened approach to public health, and discussions are currently underway with the University Health Board on progressing this important agenda post-pandemic.

And so, while I share the committee's desire for a continued deepening of operational partnership working, and am committed as Chair of the PSB to make this happen, I do not believe there is a need to formally clarify this with each partner. I understand that, as part of its annual work programme the committee will be considering arrangements for partnership working in the autumn.

- That the PSB refreshes the approach to capturing the deliverable outcomes from the partnership agenda.

This recommendation is accepted. The development of the next Well-being Assessment and Well-being Plan – which must be done over the next 12 months – represents an important opportunity to agree a new set of partnership priorities and outcomes coming out of the pandemic. The Well-being Assessment work has already commenced, and the findings will be jointly collected, considered and analysed and will help inform a clear programme of work for public service partners. This work is being managed in close partnership with PSB members and is being managed in tandem with the Population Needs Assessment required under the Social Services and Well-being Act. Part of this new approach will also involve a tighter focus on capturing outputs and deliverable outcomes of collaborative working, which will be a clear feature of the revised Well-being Plan.

- That Cabinet uses its convening power to explore the potential to build and formalise stronger relationships with the FE and university sectors, considering suitable fora for dialogue and joint working.

This recommendation is accepted. As the 'Recovery and Renewal' Cabinet report makes clear (para 40), a strong operational partnership has been in place between public service partners and the Higher Education sector over the course of the pandemic, and the Council is committed to exploring new partnership arrangements with the sector post-pandemic.

As an early indication of this strengthened approach, the Council, in partnership with Cardiff University, is holding a series of online events which will bring leading thinkers and experts together to discuss Cardiff's post-Covid recovery and renewal plans. The launch of 'Greener, Fairer, Stronger: Cardiff's Post-Pandemic Recovery and Renewal', which took place on 3rd June, was hosted by Cardiff University and chaired by Professor Gillian Bristow, Head of Geography and Planning.

Thank you again for your and the committee's continued contributions.

Yn gywir,
Yours sincerely,



CYNGHORYDD / COUNCILLOR HUW THOMAS
ARWEINYDD / LEADER,
CYNGOR CAERDYDD / CARDIFF COUNCIL